

West Midlands Fire and Rescue Authority

Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 14 November 2016 at 10:30**

at Fire Service HQ, 99 Vauxhall Road, Nechells, Birmingham B7 4HW

for the purpose of transacting the following business:

Agenda – Public Session

- | | | |
|---|---|----------------|
| 1 | To receive apologies for absence (if any) | |
| 2 | Declarations of interests | |
| 3 | Minutes of the Scrutiny Committee held on 10 October 2016 (final) | 3 - 8 |
| 4 | Diversity Inclusion Cohesion Equality Update | 9 - 18 |
| 5 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 2 2016 | 19 - 36 |
| 6 | Scrutiny Committee Update - Safeside Transport Funding | 37 - 38 |
| 7 | Update on Progress of the Data Sharing Review | |
| 8 | Consideration of Scoping Document for Review of XXXX | |
| 9 | Scrutiny Committee Work Programme 2016-17 (14 November 2016) | 39 - 42 |

Distribution:

David Barrie - Member, Greg Brackenridge - Member, Basharat Dad - Member, Peter Hogarth - Member, David Skinner - Member, Sybil Spence - Member, Chris Tranter - Chairman, Ann Young - Member

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This agenda and supporting documents are also available electronically on the West Midlands Fire Service website at www.wmfs.net

Minutes of the Scrutiny Committee

10 October 2016 at 12.30pm
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Tranter (Chair);
Councillors Barrie, Brackenridge, Dad, Hogarth, Skinner,
Spence and Young

Apology:

Nil

Observer:

Councillor P Singh

23/16 **Declarations of Interest**

There were no declarations of interest.

24/16 **Minutes**

Councillor Young noted that 24% of management roles were held by female and BME staff and enquired how many members of staff the 24% equated to.

Wendy Browning-Sampson, People Support Services Manager, advised that the figures would be collated and fed back.

ACFO Taylor advised that the scheduled agenda item 'Update on the Progress of the Data Sharing Review' would not be presented at the meeting due to no further notable progress having been made since the previous update (on 5 September), which was partly due to the meetings being scheduled so close to each other.

Councillor Tranter agreed that the update would be submitted to the committee at the next scheduled meeting (14 November).

Resolved:-

That the minutes of the meeting held on 5 September 2016, be approved as a correct record.

25/16 Update on the Scrutiny Review of Partnerships

ACFO Taylor provided an overview of the Update on the Scrutiny Review of Partnerships:

The review, which was carried out during 2015, was a systematic review of partnerships, systems and processes. The outcomes of the review were 90% complete, including the restructure of the partnerships team and the review of processes and procedures. Additionally, governance arrangements had been revised and the partnerships policy reviewed. Centralised support had been provided to ensure more assurance, guidance and leadership, including the assignment of a Partnerships Business Partner to each of the Command teams. Every member of the partnerships team had also been briefed on commissioning to support them in the identification of such opportunities.

The changes that had been made following the review had resulted in an improvement in performance and had been met with positive feedback from stations and partners.

Wendy Browning-Sampson advised that the consultation process undertaken as part of the partnerships review had received positive feedback from the Trade Unions and the same process would be applied to other change management processes.

26/16 Update on the Scrutiny Review of Safeside

ACFO Taylor provided an overview of the Update on the Scrutiny Review of Safeside:

The review, which was carried out in 2013, had taken a holistic approach to the Safeside facilities at Eastside and Handsworth. Safeside had been found to be engaging well with partners, both public and private.

Since the review had been completed, a new Safeside manager had taken overall responsibility for both sites and had recently reviewed the

management structures, the recommendations from which had been included within the wider review of the Community Safety Team as recommended by the Scrutiny Committee's Partnerships Review.

It had been noted that the environment that Safeside operated in had changed significantly since the review was conducted. In education, the rise of academies continued to make it difficult to engage schools collectively. Pressure on curriculum and school budgets made it increasingly hard for schools to support trips, with costs increasingly being passed onto parents.

One outcome of the review had been the identification that travel for schools was a key problem. A full subsidy on transport costs was provided during the period January 2015 to March 2016 which resulted in a dramatic increase in the number of visitors (approximately double the number). However, the funding and arrangements had proved to be unsustainable and had been withdrawn, resulting in an approximate 50% reduction in the number of visitors (returning to previous levels).

In a bid to address this issue, staff at Safeside and within the Community Safety Team had been asked to explore options and opportunities for further funding such as sponsorship, with a temporary measure put in place. However, the need to resolve the issue of funding remained.

In answer to Member's questions and comments, the following points were raised:

- The Service had explored pupil premium and the funding of vulnerable children within schools. However, it was found that schools decided how such funding was spent, with it normally spent internally, and not on things such as transport.
- The approach taken to Safeside was for the facility to be self-funding, which it was. However, travel (how people get there), was not funded.
- The costing model was based on the self-funding approach; if the cost charged for visitors to attend was decreased, the difference would have to be made up from elsewhere.
- Members had a responsibility to communicate and to act as champions of the Safeside facility, in particular section 41 Members who could raise the profile of Safeside when reporting back to their respective local authorities.

- The Service was actively engaging with schools as part of its engagement strategy, although the situation had differed due to the establishment of free schools, etc.
- Alternative funding options and opportunities had been and still were being explored including possible opportunities under the Social Value Act.

It was agreed that ACFO Taylor would provide a further update at the next meeting including further analysis, ideas and options. Members input and ideas would also be appreciated.

It was agreed that the manager of Safeside, Carol Morgan, would attend the next meeting with ACFO Taylor.

Resolved:-

ACFO Taylor to provide a further update including further analysis (including a breakdown of schools visited / engaged with), ideas and options at the committee meeting scheduled to take place in November.

Carol Morgan, Children and Young People Manager to attend the November meeting.

27/16 **Water Rescue**

ACFO Taylor presented an overview of the briefing note on water rescue:

The briefing note had been submitted to the Committee following the request for more information on water rescue which had been made by Councillor Young at the committee meeting held in September.

As part of the overview, the following points were raised:

- There were more fatalities as a result of water than fire.
- More fatalities due to water occurred inland than on the coast.
- WMFS water rescue capability consisted of:
 - Level 1: Water Awareness – WMFS voluntary water rescue swimmer
 - Level 2: Water Rescue First Responder
 - Level 3: Water Rescue Technician

- Level 4: Water Rescue Power Boat Operator
- Level 5: Water Incident Management
- Level 6: Subject Matter Advisors

Note: see briefing note for full details

- WMFS was the most inland metropolitan FRS, but covered an area that has lots of canals and open water. Additionally, the Service provided support nationally.
- The response standard for water rescue was slightly longer than the 5 minute response, mainly due to the specialised equipment required by firefighters. The response time for the year to date was 7 minutes which was largely due to flooding and spate conditions which had been experienced.

28/16 **Scrutiny Work Programme 2016/17**

The Committee noted the progress of the work programme for 2016/17.

It was confirmed that the update on the data sharing review would be presented at the committee meeting scheduled to be held in November.

It was agreed that the Committee would consider the theme for the next review to be undertaken by the Scrutiny Committee.

(Meeting ended at 13:17 pm)

Contact Officer: Stephen Timmington Strategic Hub West Midlands Fire Service 0121 380 6680

WEST MIDLANDS FIRE SERVICE

SCRUTINY COMMITTEE

14 NOVEMBER 2016

1. **DIVERSITY INCLUSION COHESION EQUALITY (DICE)
UPDATE**

Report of the Chief Fire Officer

RECOMMENDED

THAT Scrutiny Committee note the progress made by the Service in relation to DICE.

2. **PURPOSE OF REPORT**

To provide an update to Scrutiny Committee to review and consider the progress being made to support the Service in advancing DICE to support our equality objectives as well as our statutory requirements of the Public Sector Equality Duty and Equality Act 2010.

3. **BACKGROUND**

- 3.1 The DICE objectives contained within the DICE Report, were developed in consultation with functions and departments across the Service. The objectives not only fulfil our legal duties as a public sector organisation under the Equality Act 2010, but also help address areas of development towards achieving excellence in the Equality Framework.

This report details our continued progress towards achieving our objectives and is structured under four themes taken from the Equality Framework for FRS'.

3.1.1 **Leadership, Partnership and Organisational Development**

- We have submitted our application for inclusion in the Stonewall Index, the results of which will be announced in November. We are confident that our policies are strong

as well as our community engagement with events such as PRIDE. We do however anticipate some gaps particularly with regard to Lesbian, Gay, Bi-Sexual, Transgender (LGBT) awareness training for managers as well as the current absence of an LGBT support group.

- Our stakeholder groups continue to develop. Inspire (formally Race Equality Forum) are well organised and meet regularly. They are developing their approach to internal coaching as well as supporting at careers events and local schools visits. The Asian Fire Service Association (AFSA) conference will be well supported with a range of people attending including Councillors, Strategic Managers and employees alike.
- The Strategic Enabling Team understand the importance of recognising unconscious bias and have completed a bespoke development session to raise their awareness. The DICE team have now developed a training/awareness package regarding unconscious bias and how it can affect decision making across all aspects of the organisation and this will be rolled out to managers across the organisation. We recognise that implicit or unconscious bias occurs when we make quick judgements and assessments of people, situations and data without us realising. Our biases are influenced by our background, cultural environment and personal experiences. Developing individual and teams to understand and recognise this bias is an area DICE will continue to focus on.
- Our workforce planning activity ensures that the organisation is able to understand the age profile which is essential to mitigate any potential risks associated with an ageing workforce. Our uniformed workforce is ageing with the average age currently being 41 years. With no recruitment activity, this will increase to 47 by April 2025. With regard to the gender split, the current average age of our male firefighters is 42, female 38. Our approach to Firefighter Fitness has been developed in line with CFOA research and guidance and we are currently implementing annual fitness assessments for all operational personnel. The Chester Treadmill Test will be carried out on fire stations conducted by Watch

Officers. Any issues that arise regarding an individual's fitness will be referred to our Occupational Health team. This enables early intervention for any fitness related issues, provides bespoke 'work up' programmes for individuals as well as actively monitoring fitness levels. This will support our operational firefighters in maintaining good health and fitness as they get older.

- Working in partnership with West Midlands Police (WMP) we recently hosted a Menopause awareness session targeted at managers and employees alike across the Service.

The event was well attended from both Fire and Police and resources were available for employees to take away. The feedback from the attendees was that the session was really light hearted and informative. The session was delivered by a company called Laughology who delivered the session using humour.

Working in collaboration with WMP we will provide the services of a menopause specialist doctor, to assist in developing our approach in support of Occupational Health, and as part of our on-going well-being strategy. This will consist of 1 clinic a month being provided and access to advice as and when needed.

- In September we made our debut in 'The Inclusive Top 50 Employers List'. The list spotlights organisations who promote inclusion across all protected characteristics. Organisations that feature provide supporting evidence on a range of topics including recruitment procedures, training and a host of diversity related initiatives. Almost 100 submissions were received this year including large employers such as British Airways, Ministry of Justice, SKY, Age UK and ASDA. We were listed at number 31 which is a huge achievement for our debut. We will look to improve on this next year.

3.1.2 Knowing and Involving our Communities

- Our Community Safety Strategy (CSS) has now developed into an interactive community focused tool placing information in the hands of our local communities

so that they can see the risk that lies in the areas within which they live. The interactive tool has been developed and will continue to develop so that community members can be better aware of risks but also that they are better informed about our services, the impact they can have and also how to access them. This still sits with a detailed analysis of risk which informs the effective allocation of front line resources and delivery of services to achieve our attendance standards and importantly to attend all high risk incidents within 5 minutes.

Over the coming months WMFS will be consulting on our CSS (IRMP) with the public and our partners to ensure they are informed of what the analysis is telling us and so that they can feedback on the way in which we propose to deliver our services over the next three years in line with our rolling 3 year corporate strategy, The Plan.

We have both internal and external focus groups, incorporating our Community Members, to develop the interactive CSS, website design and The Plan.

- Community Members continue to be seen as a key group of individuals who have an important role to play, not least by being key stakeholders in the CSS consultation later this year.

The number of Community Members has grown to just over 2600 and continues to be reflective of the diverse communities of the West Midlands, with 49% female and 23% describing themselves as being from a Black and Minority Ethnic (BME) background. The Members continue to receive a centrally distributed newsletter as well as localised newsletters from some of the stations who have actively started to engage with the Community Members who live within their station areas.

We recently held an Open Day at Fire Service Head Quarters to which all Community Members were invited to attend to come along and see the breadth of the services that we offer. Recognising the important role that community members play within our Corporate Strategy two temporary posts have been created within the Corporate Communications Team with the aim of co-

ordinating and promoting the Community Membership Scheme across the organisation and communities to build upon the foundation we have already laid.

3.1.3 Building a Skilled and Committed Workforce

- Profile data continues to be provided at a local level and is being used by our PSS Business Partners when discussing resource requirements and succession planning with local managers. Managers are being coached to raise awareness and understanding of the positive impact they can have on the profile of their teams and what measures they can put in place to actively encourage and support individuals from under-represented groups.

24% of female uniformed employees are in a management position (Ccdr or above) compared to 39% of male uniformed employees. 37% of female non-uniformed employees are in a management position (grade 9 or above) compared to 75% of male non-uniformed employees.

- In August WMFS embarked on a pilot programme in conjunction with Jobcentre Plus and Birmingham Metropolitan College to offer unemployed people living in some of our most diverse and hard to reach communities the opportunity to learn about the Fire Service and also achieve qualifications in Literacy and Numeracy opening up employment opportunities for them and helping them make a positive change for their future.

The pilot was timed specifically to link in with WMFS recruitment but it was quickly identified that this was not only a chance to interact with minority groups about recruitment but to let them know what the Fire Service is doing in their communities to keep them safer, and healthier. During the programme 97 people who are currently on benefits took up the opportunity to come to Handsworth Fire Station to participate in a taster day. The profile of this group included 18 females and 65 BME. Around 60 went on to the college induction day to take part in interviews and team building exercises to

assess suitability for the course itself. 28 people were then selected for the course which included 5 (18%) females and 15 BME (54%).

We hope that some of the group will consider firefighter recruitment but also with the skills and qualifications they have achieved and their understanding of the Service that they will consider not just other roles in the Service but how the Service is working with and in the community to help them in so many ways every day.

At the end of the programme, the group were invited to a presentation day where some of them shared their experiences. Students talked about how their confidence has been boosted and they now feel more resilient. They described the invaluable team working skills they have developed, how they were taken out of their comfort zones and the life changing experience they had encountered.

Any firefighter applicants from this pilot project will be tracked through the recruitment system and we will evaluate the impact before rolling out to other areas across the West Midlands.

- In the run up to our firefighter recruitment campaign, we have developed a series of 'taster days' across the West Midlands service area. These were an invaluable opportunity for people to learn more about the modern firefighter and the physical and mental demands of the role. The taster days consisted of input surrounding the culture and ethos of our organisation as well as the role of the firefighter in our Service.

Potential applicants were given detailed information about the recruitment process, what we look for, including the physical demands through a practical session.

Individuals were encouraged to 'have a go' at some exercises that helped them test their ability to complete the practical assessment during the recruitment process.

The taster sessions were well supported by our

operational employees who gave up their time to assist potential applicants.

The taster days were open to all, however we specifically targeted both women and BME groups to attend and we ensured that each session had a diverse mix of applicants. Of those that attended, 132 were male and 60 were female (31% female), 121 were white and of those that declared their ethnicity, 67 described themselves as being from a minority ethnic background (35% BME). We will monitor these individuals through the recruitment process.

- Following the success of the Sikh Channel coverage of the HQ Open Day, the channel have done a week of breakfast TV interviews with various teams across the organisation including Fire Safety, RTC, Fire Control and Technical Rescue, which culminated in a live interview with the Strategic Enabler People, and the Strategic Enabler Business Development. This provided us with a great opportunity to raise our profile among the Sikh community in the week that our firefighter recruitment campaign opened.
- In preparation for the introduction of the Apprenticeship Levy in April 2017 and associated public sector target, People Support Services (PSS) have identified an Apprenticeship Stakeholder group who are currently exploring the use of apprenticeship opportunities across the organisation including both the upskilling of our existing workforce as well as the management of our future vacancies.

PSS are actively involved in the CFOA national working group set up to develop the Trailblazer for the operational firefighter apprenticeship scheme.

3.1.4 Responsive and Accessible Service

- The organisation have completed in excess of 17,000 safe and well visits in the period January to August and are on track to achieve our target of 25,000 per year.

- Our specialist deaf team continue to engage with our communities carrying out Safe and Well visits and other events including family fun days, charity car wash and a deaf cultural day.

We currently have 9 British Sign Language qualified employees, ranging from Level 1 to Level 6 with increasing interest from others to develop these skills.

Following the restructure of Community Safety, the activities of the specialist deaf team will be reviewed with the intention of further developing their work and introducing quality assurance.

EQUALITY FRAMEWORK

- Knowing Your Communities

Our main areas for improvement is how we can evidence our knowledge of our communities. We particularly need to evidence that we recognise our communities are changing, but crucially, we need to evidence how we adapt our service based on these changes, particularly in regard to how we target safety campaigns and the frequency of when they are updated.

- Leadership, partnership and service commitment

We have stronger evidence in this section especially in regard to monitoring equality objectives and we have some excellent examples of our Manager's commitment to equality.

Monitoring our potential influence on partners also needs to be further embedded in regard to equality considerations being demonstrated by partners. All of our procurement/ tender processes include assessment of equality considerations, however this may conflict at times with best value.

- Community engagement and satisfaction/Responsive Service

Although the Community Members scheme is helping progress in this area they remain an under utilised resource. Evidence of robust and meaningful consultation with our communities is patchy. We need evidence of consultation with our community that subsequently changes the services we deliver as a direct result of that consultation. An example of this cannot currently be provided.

Our increasing focus on the health agenda will generate good evidence in this area. The troubled individuals programme for example should provide robust evidence.

- A skilled and committed workforce

We have good evidence in many areas of this part of the framework with inclusive policies, an active external positive action programme and initiatives such as dignity rooms and improvements to maternity provision as well as our personal development courses Reach for the Stars and Personal Effectiveness. Current evidence indicates we need to improve our monitoring of internal development courses to evidence that all employees are accessing them. There is no evidence of discrimination but without better monitoring we cannot prove equal access.

4. **EQUALITY IMPACT ASSESSMENT**

This report responds directly to the General and Specific duties of the Equality Act and considers the DICE issues that are pertinent to the needs of the Service. In doing so a range of equality data has been analysed and considered with regard to all of the protected characteristics.

5. **RISK IMPACT ASSESSMENT**

The objectives identified in this report support the organisation in mitigating its risk with regard to claims of unlawful discrimination.

6. **LEGAL IMPLICATIONS**

The recommendations outlined in this report assists us to fulfil our duties under the Equality Act 2010 particularly to advance equal opportunities and eliminate behaviours that are unlawful under the Act.

7. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

8. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

The contact name for this report is DCFO Phil Hales, telephone number 0121 380 6004.

PHIL LOACH
CHIEF FIRE OFFICER

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

14 NOVEMBER 2016

1. **AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'THE PLAN' – QUARTER TWO 2016/2017**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee note the status of the Service's key performance indicators in the second quarter of 2016/2017 (Appendix 1).
- 1.2 THAT the Committee note the progress made in delivering the three strategic objectives contained in 'The Plan' 2016-19 (Appendix 1).
- 1.3 THAT the Committee note the update on the performance information system detailed in section 5 of this report.

2. **PURPOSE OF REPORT**

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' for 2016/2017.

3. **BACKGROUND**

The second Quarterly Performance Review meeting of 2016/2017 was held on 1 November 2016. This quarterly meeting, attended by the Chair of the Scrutiny Committee, Principal Officers and Strategic Managers provides a joined up method of managing performance and provides assurance around the ongoing performance of 'The Plan'.

4. **PERFORMANCE INDICATORS**

- 4.1 The setting of targets against the operational and other performance indicators enables the Service to define in key areas the improvements which contribute to making West Midlands safer and manage the resources allocated to this work. The Service continues

to improve and meet targets across a range of indicators.

4.2 Appendix 1 details the performance against our:

- Service Delivery Performance Indicators (Response, Prevention and Protection)
- People Support Services Performance Indicators
- Safety, Health and Environment Performance Indicators
- Strategic Objectives as outlined in 'The Plan' and milestones due for completion within the fourth quarter of 2016/2017.

4.3 Service Delivery Performance Indicators

4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The overall performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 42 seconds in Quarter 2, representing a small increase of 2 seconds compared to quarter 1.
- Average attendance times for Category 2, 3 and 4 Incident Types remain well within their respective targets:
 - Category 2 Incident Type: 5 minutes 9 seconds (a decrease of 22 seconds) – the target is under 7 minutes
 - Category 3 Incident Type: 4 minutes 53 seconds (a decrease of 1 second) – the target is under 10 minutes
 - Category 4 Incident Type: 6 minutes 33 seconds (a decrease of 19 seconds) – the target is under 20 minutes

4.3.2 Prevention:

- The overall performance is rated as performance within the tolerance levels (green).
- The performance indicators for the following areas demonstrates over performance against the tolerance levels (blue):

- PI 2 The number of accidental dwelling fires
- PI 6 The number of Safe and Well points achieved by the Brigade
- PI 11 The number of arson rubbish fires
- The performance indicator for the following two areas demonstrates performance is within the tolerance levels (green):
 - PI 5 The percentage of Safe and Well visits referred by our partners
 - PI 8 The number of arson fires in dwellings
- There are four areas where under performance has been demonstrated against the tolerance levels (red):
 - PI 3 Injuries from accidental fires in dwellings, taken to hospital for treatment
 - PI 9 The number of arson fires in non-domestic premises
 - PI 10 The number of arson vehicle fires
 - PI 12 The number of arson fires in derelict buildings
- The following two performance indicators do not have a performance rating assigned:
 - PI 4 The number of deaths from accidental fires in dwellings: two fatalities during quarter two
 - PI 7 The number of people killed or seriously injured in Road Traffic Collisions

4.3.3 Protection:

- The overall performance is rated as over performance against the tolerance levels (blue). Overall performance remains blue although both of the performance indicators are green for quarter two. This is a result of the over performance during quarter one.
- PI 13 – The number of accidental fires in non-domestic premises demonstrates over performance against the tolerance levels (green).
- PI 14 – The number of false alarm calls due to fire alarm

equipment demonstrates performance within the tolerance levels (green).

4.4 People Support Services Performance Indicators

4.4.1 The performance indicators for the following areas demonstrate performance is within the tolerance levels (green):

- PI 16 – The number of female uniformed staff.
- PI 17 – The percentage of all staff from ethnic minority communities.

4.4.2 The performance indicator for the following area demonstrates under performance against the tolerance levels (red):

- PI 15 – The percentage of employees that have disclosed their disabled status.
- PI 18 – The average number of working days/shifts lost due to sickness – uniformed employees.
- PI 19 – the average number of working days/shifts lost due to sickness (non-uniformed and Fire Control staff).
- PI 20 – The average number of working days/shifts lost due to sickness – all staff.

4.5 Safety, Health and Environment Performance Indicators

4.5.1 The performance indicators for the following areas indicate over performance against the tolerance levels (blue):

- PI 22 – The total number of RIDDOR injuries
- PI 24 – To reduce the gas use of Fire Authority premises
- PI 25 – To reduce the electricity use of Fire Authority premises

4.5.2 The performance indicator for the following area indicates performance within the tolerance levels (green):

- PI 21 – The total number of injuries

4.5.3 PI 23 – To reduce the Fire Authority's carbon emissions, is reported on an annual basis.

4.6 Strategic Objectives

- 4.6.1 The Corporate Action Plans for Response and Protection currently indicate over performance against the tolerance levels (blue).
- 4.6.2 The Corporate Action Plan for Prevention currently indicates performance within the tolerance levels (green).

5. **PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The implementation of the InPhase performance management system continues with work progressing on the automated data feed (including the development of the data warehouse), structure of the system for performance and planning, and the design of the relevant dashboards to display performance information in an intuitive and user friendly style.
- 5.2 InPhase was successfully utilised for the quarter two 2016/17 quarterly performance review, during both the preparation and in the actual meeting to display the performance and corporate risk information.
- 5.2 Development of the project management capability has commenced, which will be developed in line with the progression of the new project framework. A six month pilot will commence in November to allow testing and further development, with a proposed 'go live' date of 1 April 2017 for both the project element of InPhase and the project framework.
- 5.3 Full engagement with staff and departments across the organisation continues ensuring the involvement of all key stakeholders and to allow end users input into the development and implementation of the system.

6. **CORPORATE RISK**

- 6.1 Corporate Risks are those risks that, if realised, would seriously affect the Service's ability to carry out its core functions or deliver key objectives.
- 6.2 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk score, if appropriate, based on assessment of likelihood and impact.

Ref. AU/SC/Nov/10211162

- 6.3 A report of progress against our Corporate Risks is submitted separately to the Audit Committee.

7. **EQUALITY IMPACT ASSESSMENT**

In preparing this report, an initial Equality Impact Assessment is not required and has not been carried out. The matters contained within this report will not lead to a policy change.

8. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

9. **FINANCIAL IMPLICATIONS**

- 9.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2016/2017 budget setting process which established a total budget requirement of £97.413 million. As at the end of September 2016 actual expenditure was £48.914 million compared to a profiled budget of £48.853 million resulting in a £0.061 million overspend. Based on Best Value Accounting Code of Practice, the estimated cost of staff engaged in prevention work, including an element for watch based firefighters for 2016/2017 is £14.3 million.
- 9.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch-based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2016/2017 is £365,900. Actual expenditure as at the end of September 2016 was £159,700. Expenditure for the second quarter is in line with the profiled budget.

BACKGROUND PAPERS

'The Plan 2016-19' Strategic Objectives – Level 2 Action Plans.
Corporate Action Plan updates.

Corporate Risk Quarter 2 Position Statement October 2016/19 (exception report).

The contact name for this report is Gary Taylor (Assistant Chief Fire Officer),
telephone number 0121 380 6006.

PHIL LOACH
CHIEF FIRE OFFICER

Performance Indicator Performance – Quarter Two 2016/17

Key:	
Blue	Over performance against the tolerance levels
Green	Performance is within the tolerance levels
Red	Under performance against the tolerance levels

Response


Our Response Service protects life, properties and the economies of the West Midlands by delivering assertive, safe and effective fire fighting through timely response, across a range of emergencies we attend.

To support the delivery of the following Strategic Objective:

- We will deliver an assertive, safe, economic, efficient and effective emergency response service.

Overall assessment of performance:

- Over performance against the tolerance levels

PI 1		The Risk Based Attendance Standard Target: under 5 minutes Actual: 4 minutes 42 seconds Over performance against the tolerance levels
<p>The median attendance time to high-risk (Cat 1) incidents in quarter two is 4 minutes 42 seconds, a decrease of 2 seconds compared to the previous quarter. Reaction times have remained stable.</p> <p>Attendance times for Category 2, 3 & 4 incidents remain well within target:</p> <ul style="list-style-type: none"> • Category 2: 5 minutes 9 seconds (target is under 7 minutes) • Category 3: 4 minutes 53 seconds (target is under 10 minutes) • Category 4: 6 minutes 33 seconds (target is under 20 minutes) 		




Prevention




Our Prevention Services focus on public involvement and education, engaging with our partners, targeting schools, communities and vulnerable people, with advice and guidance which will give particular attention to social inequalities.




- We will improve the safety of our communities at risk from fire.
- We will improve road safety through targeted action.
- We will improve the quality of life and economic prosperity of local communities.



Overall assessment of performance:

- Performance is within the tolerance levels

PI 2		The number of accidental dwelling fires Forecast YTD: 820 (779 – 836) Actual to date: 740 Over performance against the tolerance levels
Both year to date and quarterly numbers of Accidental Dwelling Fires remain below tolerance levels.		
PI 3		Injuries from accidental fires in dwellings (taken to hospital for treatment) Forecast YTD: 28 (23 – 31) Actual to date: 34 Under performance against the tolerance levels
<p>There were 16 injuries at Accidental Dwelling Fires in quarter two. However, this includes three incidents where multiple injuries were experienced (two incidents resulted in two injuries (four in total), and one incident resulted in four incidents). Therefore, 13 accidental dwelling fires resulted in injuries.</p> <p>The top two causes were smoking related (five incidents resulting in a total of six injuries) and faults in heating (two incidents resulting in a total of five casualties).</p>		
PI 4		The number of deaths from accidental dwelling fires Forecast YTD: N/A Actual to date: 4
There were two fatalities in quarter two, both in July. The source of ignition for one incident was smoking materials, and heater / fire for the other incident.		

PI 5		The percentage of Safe and Well visits referred by our partners Forecast YTD: 40% Actual to date: 41.6% Performance is within the tolerance levels
<p>Following a significant improvement during quarter one, performance has improved again during quarter two resulting in 41.6% of Safe and Well visits were from partner referrals, exceeding the 40% target. This reflects the continued emphasis on the importance of the partnerships approach.</p>		
PI 6		The number of Safe & Well points achieved by the Brigade Forecast YTD: 90000 Actual to date: 111833 Over performance against the tolerance levels
<p>The number of Safe and Well points achieved remains above target for quarter two and for the year to date and for the second quarter it can be reported that the number of points achieved are the highest since Safe and Well visits were introduced in November 2015.</p> <p>The total number of Safe and Well visits completed per quarter continues to increase:</p> <p>2015/16 Q4 = 5300 2016/17 Q1 = 6586 2016/17 Q2 = 7236</p> <p>There has been an increase in the average assessment points achieved; from 7.63 in quarter one, to 8.14 in quarter two.</p>		
PI 7		The number of people killed or seriously injured (KSI) in road traffic collisions Forecast YTD: Not applicable Actual to date: 346
<p>The delay in obtaining figures for this performance indicator continues.</p> <p>The number of people killed or seriously injured has been following an increasing trend since early 2015. However, this is more due to a rise in serious injuries than fatalities, as the number of people killed in road traffic collisions between January and June 2016 is lower than it was for the same period for 2014 and 2015.</p>		

PI 8		The number of arson fires in dwellings Forecast YTD: 98 (88 – 103) Actual to date: 97 Performance is within the tolerance levels
<p>The number of arson dwelling fires for quarter two is just one above the target and therefore rated green. There was a small reduction in incidents in quarter two compared to quarter one, and compared to the same period for 2015/16.</p> <p>Monthly figures have remained stable for the last five months, averaging at 15 per month, and the early over-target figure was due to spike of 21 incidents in April 2016.</p>		
PI 9		The number of arson fires in non-domestic premises Forecast YTD: 71 (64 – 74) Actual to date: 105 Under performance against the tolerance levels
<p>Arson fires at non-domestic premises continue to be above target quarterly and for the year to date. 34 incidents have been recorded year to date at HMP Birmingham and contribute to the performance to a certain extent (there were seven incidents during the same period last year and 16 for the whole of 2015/16). However, it should be noted that if these incidents were removed from the total figure, this performance indicator would be exactly on target.</p> <p>Although there was just one incident in September, Dudley Borough has experienced more incidents so far this year to date than in each of the previous three years e.g. 15 incidents compared to 11 in 2015/16.</p>		
PI 10		The number of arson vehicle fires Forecast YTD: 350 (315 – 367) Actual to date: 458 Under performance against the tolerance levels
<p>All Command Area's year to date figures exceed the three year average number of incidents by at least 25%, with the exception of the Coventry and Solihull Command Area which has remained stable.</p> <p>Birmingham North and Black Country North have experienced the greatest increases compared to the previous three years' year to date average, (69.2% and 34.7% respectively).</p>		

PI 11		The number of arson rubbish fires Forecast YTD: 1282 (1217 – 1307) Actual to date: 1011 Over performance against the tolerance levels
<p>Arson rubbish fires remain below the lower tolerance level for the quarter and year to date.</p> <p>Incidents are following a similar trend as the three-year average, but with a smaller number of incidents, particularly in April, June and September, which were each more than 30% below the three-year average.</p>		
PI 12		The number of arson fires in derelict buildings Forecast YTD: 92 (82 – 96) Actual to date: 122 Under performance against the tolerance levels
<p>The number of arson fires in derelict buildings continue to exceed targets, both in quarter 2 and year to date. The months of June, July and September were all above target.</p> <p>The number of incidents within the Sandwell borough were particularly high in July (12 versus a target of three), and included a number of repeat locations.</p> <p>The number of incidents within the Walsall borough have been above target since June with 17 incidents over the course of the four months to September compared to a target of five incidents for the same period. Four incidents occurred at the same location and two incidents at another.</p>		

Protection



Our Protection Service prioritises the risks to the business sector, focusing on the provision of advice and importantly the enforcement of legislation with a mind set of continuing to support the economic wellbeing of the West Midlands.

To support the delivery of the following Strategic Objective:

- We will advise and enforce on fire safety issues across the West Midlands to comply with fire safety legislation.




Overall assessment of performance:

- Over performance against the tolerance levels





PI 13		The number of accidental fires in non-domestic premises Forecast YTD: 228 (205 – 240) Actual to date: 218 Performance is within the tolerance levels
<p>Accidental fires in non-domestic premises are within the tolerance levels, although 10 incidents below the target. Numbers are very small, with a monthly average of 36 incidents this year to date, and have been following a declining trend since 2012/13.</p>		
PI 14		The number of false alarm calls due to fire alarm equipment Forecast YTD: 2901 (2755 – 2958) Actual to date: 2907 Performance is within the tolerance levels
<p>False alarms due to equipment are on target for the second quarter in a row, although the number of incidents have increased compared to quarter one. Incidents at non-domestic premises have remained below 150 per month since June 2015. In quarters one and two of 2016/17 there has been a small increase in the number of incidents at non-domestic residential premises compared to last year, while reductions in the number of incidents have been observed at retail and health premises.</p> <p>A small increase has been observed in the number of incidents at dwellings during quarter two compared to last year.</p>		


People Support Services

PI 15		<p>The percentage of employees that have disclosed their disabled status Target: 100% Actual to date: 89.4% Under performance against the tolerance levels</p>
<p>There has been a small increase in the percentage of staff who have disclosed their disability status during quarter two to 89.4%.</p>		
PI 16		<p>The number of female uniformed staff Target: 75 (71 – 79) Actual to date: 75 Performance is within the tolerance levels</p>
<p>The firefighter recruitment campaign commenced in October 2016. Positive action activity was undertaken including ‘taster days’ held at a number of fire stations across the Service. The taster days were specifically targeted at females and of the 192 people who attended, 60 (31%) were female.</p> <p>Progression and retention continues to be a focus through our positive action strategy. Currently 24% of female operational employees are in a managerial position.</p>		
PI 17		<p>The percentage of all staff from ethnic minority communities Target: 10.0 (9.5 – 10.5) Actual to date: 10.1 Performance is within the tolerance levels</p>
<p>The firefighter recruitment campaign commenced in October 2016. Positive action activity was undertaken including ‘taster days’ held at a number of fire stations across the Service. The taster days were specifically targeted at BME groups and of the 192 people who attended, 67 (36%) described themselves as being from a minority ethnic background.</p> <p>Progression and retention continues to be a focus through our positive action strategy. Currently 26% of BME operational employees are in a managerial position.</p>		

PI 18		The average number of working days/shifts lost due to sickness – uniformed employees Target: 3.01 (2.86 – 3.16) Actual to date: 3.27 Under performance against the tolerance levels
<p>The average number of working days / shifts lost due to sickness for uniformed staff is higher than the target of 3.01.</p> <p>Top five reasons for sickness are:</p> <p>Mental Health – Anxiety / Depression Post-operative Joint problems Gastrointestinal Hospital inpatient / treatment</p>		
PI 19		The average number of working days/shifts lost due to sickness – non-uniformed and Fire Control staff Target: 3.11 (2.95 – 3.26) Actual to date: 3.47 Under performance against the tolerance levels
<p>The average number of working days / shifts lost due to sickness for non-uniformed and Fire Control staff is higher than the target of 3.11 and 6% higher than the same period in 2015/16. However, the lowest sickness rate for September 2016 was the lowest rate ever recorded by the Service.</p> <p>The top five causes of absence were:</p> <p>Mental Health – Anxiety / Depression Musculoskeletal – Back Reproductive Gastrointestinal Urological</p>		
PI 20		The average number of working days/shifts lost due to sickness – all staff Target: 3.03 (2.88 – 3.18) Actual: 3.32 Under performance against the tolerance levels
<p>The performance rating reflects the increase in sickness across both operational and non-operational staff (see PI 18 and PI 19).</p>		

Safety, Health and Environment

PI 21		The total number of injuries Forecast YTD: 72 (68 – 76) Actual to date: 68 Performance is within the tolerance levels
<p>Quarter two showed an improved performance for injury reporting with 28 reports compared against 40 reports during quarter one.</p> <p>Slips, trips and falls and manual handling remain the two most common causes of injury.</p> <p>Birmingham have experienced a slightly higher proportion of injuries reported (25 of 68 injuries) compared to other areas.</p> <p>22 of the 68 injuries were incident related and 46 injuries occurred in a controlled environment.</p> <p>60 injuries were to employees, 45 of whom were within the 30 - 50 age bracket. There were eight injuries to non-employees including Fire Cadets and visitors to Safeside.</p>		
PI 22		The total number of RIDDOR injuries Forecast YTD: 9.5 (9.0 – 10.0) Actual to date: 8 Over performance against the tolerance levels
<p>Five RIDDOR reports were recorded during quarter two (compared to three reports during quarter one). The overall target of 19 reports for the year is relatively low and therefore, the figure is slightly below the lower tolerance level.</p>		
PI 23		To reduce the Fire Authority's carbon emissions Forecast YTD: N/A Actual to date: N/A
<p>This indicator is reported on annually in quarter 4 of each year.</p>		
PI 24		To reduce gas use of Fire Authority premises Forecast YTD: 3,679MWh Actual to date: 2,679MWh Over performance against the tolerance levels
<p>The positive year on year reduction continues. A significant reduction below target for quarter two has been observed, possibly attributed to very mild weather and on-going planned station improvements and boiler upgrades.</p> <p>Station heating was switched back on week commencing 10 October so it is expected that there will be an increase in use over the next quarter.</p>		

PI 25		To reduce electricity use of Fire Authority premises Forecast YTD: 2,677MWh Actual to date: 2,370MWh Over performance against the tolerance levels
<p>The reduction in use continues supported by light evenings and mild weather. Year on year reductions reflect continued lighting improvements.</p> <p>Some ongoing issues with delayed billing continues and likely to increase the figures for next quarter.</p>		

Scrutiny Committee Update – 14.11.16

Safeside Transport Funding

Following the Scrutiny Committee meeting on the 10th October 2016 staff at Safeside and within the Community Safety Team had been asked to explore options and opportunities maintain funding for transport to Safeside in order to increase visitor numbers especially from the most deprived areas.

The team investigated 3 main areas:

1. Utilisation of funding from the Primary Authority Scheme
2. External Sponsorship
3. Utilisation of underspent budgets/savings

In order to ensure that the positive impact of the previous funding is maintained it was decided, in the short term, to utilise a portion of the savings made from the recent Partnerships Review to support travel to the equivalent of £30k per academic year. This funding will be allocated until the end of March 2018.

The options of utilising the Primary Authority funding and/or gaining external sponsorship will take longer to come to fruition. So, in the meantime these will be developed further to provide more sustainable external income as part of the process of making the Safeside facility self-funding.

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2016/17**

Date of Meeting	Item	Responsible Officer	Completed
2016			
05 September 2016	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2016/2017	Director of Service Delivery	
	Update on the progress of the Data Sharing Review	Chair Of Scrutiny Committee	
	Update on the reviews of Partnerships and Safeside	Director of Service Delivery	
	Consideration of Work Programme	Chair Of Scrutiny Committee	
10 October 2016	Dispute Resolution Monitoring (presented 5/9/16)	Strategic Enabler People Support Services	
	Update on the reviews of Partnerships and Safeside	Director of Service Delivery	
	Update on the progress of the Data Sharing	Chair Of Scrutiny	

Item 9

	Review	Committee	
	Update on water rescues and water safety	Director of Service Delivery	

Date of Meeting	Item	Responsible Officer	Completed
14 November 2016	<p>Consideration of Scoping Document for Review of XXXXX</p> <p>Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2016/2017</p> <p>Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 1 & 2 2016/17</p> <p>Update on progress of the Data Sharing Review</p>	<p>Director of Service Delivery</p> <p>Director of Service Delivery</p> <p>Strategic Enabler People Support Services</p> <p>Chair of Scrutiny Committee</p>	

[IL0: UNCLASSIFIED]
November 2016

2017			
Date of Meeting	Item	Responsible Officer	Completed
20 February 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2016/2017	Director of Service Delivery	
27 March 2017	Dispute Resolution Monitoring Report	Strategic Enabler People Support Services	
	Consideration of the Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
	Report on the Data Sharing Review	Chair Of Scrutiny Committee	
05 June 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2016/2017	Director of Service Delivery	
	Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 3 & 4 2016/17	Strategic Enabler People Support Services	
	Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	

To report as appropriate:

- Review of data sharing practices

Note: separate meetings of the review working group are to be scheduled if and when required